

# industry trends 2019.



Dear all,

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A warm welcome to our **Industry Trends 2019** around the globe.

At the beginning of each year, we know it's important to reflect on the changes in our industry, and look forward to what these changes mean for organizations HR and talent strategies. In this report, we look closely at three key areas that we've recognized as common themes in the market. The trends we identify in our report have been confirmed by many of our clients and Randstad experts across the globe.

In this report, we have presented the trends we feel will be crucial for your business. This year we are pleased to bring you global insights, particularly in sectors which include Automotive, Financial Services, FMCG & Retail, IT, Life Sciences, Logistics, Manufacturing and Industrial Engineering.

We invite you to explore these trends and let us know your thoughts on how we can support you in developing your business in the coming year.

I trust this insight will be valuable to you.



**Bjørn Toonen**

Chief Sales Officer at  
randstad global client solutions



# contents.



P 05  
global.

P 11  
international.

P 14  
automotive.

P 17  
financial services.

P 20  
fmcg & retail.

P 23  
IT.

P 26  
life sciences.

P 29  
logistics.

P 32  
manufacturing,  
industrial engineering.

# global.



Trend #1

## Humans first, bots second

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There have been impressive developments in artificial intelligence and automation which are impacting companies across industries, and yet it still comes down to humans first. While companies continue to invest in technology, the primary focus is on employees and workforce optimization. 2019 is a critical year where there still continues to be a powerful gap between a completely non-AI and a full AI scenario. Strong HR policies and hiring strategies are needed to ensure that companies continue to invest in the human aspect of business to ensure maximum productivity and employee engagement. Employees should on the one hand feel empowered by AI adoption and on the other not feel threatened that their jobs might be replaced by it.



Trend #2

## Growing workforce cost arbitrage

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Talent leaders will look more towards leveraging the global presence of the largest HR solutions providers to get quick and flexible talent solutions, especially for contingent workers to capitalize on differences between costs and operating standards between different markets or in a nutshell 'workforce cost arbitrage'. It is now more challenging than ever to offshore work due to increased legislative complications, resulting in companies spending more time thinking about how to best spread their workforce to achieve maximum productivity at lowest cost.



Trend #3

## Intelligent redeployment

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With technologies evolving faster than ever before, there is a greater need for companies to hire talent that is flexible and 'redeployable'. Redeploying employees has been a strategy used by companies over the last several years, especially those which depend more on IT. Now, we find that companies are looking for newer and more intelligent ways to redeploy top talent. HR analytics and data is now allowing companies to look at redeployment in a more 'intelligent way' and making it more effective than ever before.



Trend #4

## Labor migration to solve skills shortage

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Talent flow has been impacted heavily due to the ever changing demand for skills. At the moment, various skills, especially those in technology and STEM areas are in high demand but low supply, and this is not expected to change in the near future. Companies in Europe and the U.S. are looking at immigration as a means to address part of the problem, as well as looking at internal talent migration wherever possible. Changes ranging from the U.S. government tightening H1B visa regulations impacting IT companies, to the German cabinet proposal allowing more immigration to fulfill several skill gaps, companies need to plan and budget for allowing maximum benefits from talent migration, all while keeping in mind the extremes of the global workforce landscape.

## did you know...



A record of 1.2 million jobs remain unfilled in Germany, as said by the Federal Labor Office. The German Interior, Labor and Economy ministries agreed to recruit more foreign skilled labor to Germany, according to a Reuters report in August 2018.



Sweden's rapid intake of huge numbers of refugees and migrants, about 600,000 in total over the past five years, has produced some of the highest growth rates in Europe and will also help it address the challenges of an otherwise aging population.



Trend #5

### Blockchain unblocked

The last decade has seen companies having to work with multiple suppliers, ATS systems, human cloud systems, different types of HR softwares and technologies for its HR and talent needs. Ultimately, the candidate onboarding time continues to be lengthy for clients. The acceptance of blockchain for addressing talent needs allows companies to achieve more transparency, and tighten the processes through faster interactions with candidates. However, with multiple data points related to candidates and employees across various systems, we experience a greater vulnerability for security hacks as a result. Blockchain technology in recruitment and HR areas in general address these challenges and others--for example, improved verification of candidates and their backgrounds. Blockchain creates a more tech agnostic approach when it comes to getting results by working with several systems and technologies, leading to only occasional biases during candidate selection.

Companies that are skeptical to blockchain adoption need to invest more time and energy to understand its long terms costs vs benefits and challenges which can help them make the right decision.



Trend #6

## People-driven analytics leading to real-time employee engagement

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Companies are continuing to adopt various big data management systems, data architects and analytics tools as a means to improve employee engagement. Given new regulations like GDPR and more stringent data policies across the globe, it is becoming more complicated to collect and use information about people. Companies find themselves needing to innovate and explore more avenues to reach the right level of analytical information about employees to drive engagement. From improvements in productivity during meetings, to higher retention rates, companies are looking for internal information which can be used for real-time improvements.



Trend #7

## Activating the passives

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As hiring strategies continue to evolve, a proven way to gaining access to top talent is to attract passive candidates. With AI technology on the rise, it is becoming easier to identify and engage such candidates. Through constant interactions with potential candidates via social media, it is easier to companies to keep them 'warm' and engaged throughout the process. The candidate experience plays a role here, because a company having positive reviews on candidate experience and also an easier job application process can go a long way in helping engage passive candidates, especially since there will be increased focus on passive candidates in the coming year.

According to a 2018 Forbes report, passive candidates make up 70% of the global workforce, whereas active candidates only make up 30%



## Trend #8

## Workplace flexibility for greater productivity

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Technology has led to the emergence of a more innovative workplace, where working hours and job location may entirely flexible for some businesses. It was typically smaller companies and startups that encouraged flexible work models, and now we are seeing large companies working harder to offer maximum flexibility to its employees. To avoid losing employees to smaller and more boutique operations firms, which we have been seeing, there's now a greater focus on flexibility in the workplace, granting larger companies benefits like reduced costs and greater productivity of employees. Embracing an outright 'gig work' model continues to be a challenge due to increasing legislative complications, however more is being done to offer greater flexibility in organizations across the globe. Countries in APAC and LATAM have been slower compared to those in North America and Europe when it comes to allowing greater flexibility, but the gap is narrowing quickly. Along with improved productivity, companies are seeing higher retention and even lower pay rates in several cases.

## Fun fact:

Companies with greater flexibility tend to have higher ratings and better reviews on social media sites like Glassdoor.



## Trend #9

## Focused candidate targeting

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Companies can narrow down their search for top candidates by targeting smaller groups.

From using predictive analytics and sophisticated algorithms, buying advertiser information, scanning candidate browsing behavior, looking at past data from job postings, views by location, industry etc., along with previous hiring data. This will allow companies to improve its turnaround time for getting candidates on board. While this will be particularly useful for low to mid-level talent, even for senior talent, a dedicated approach would help improve results and more can be expected in 2019.





Trend #10

## Redefining high-potential candidates

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While the greatest focus continues to be on technical skills, there is a significant change in the landscape and now companies are looking toward an 'overall package' like never before. Job descriptions have longer sections dedicated to the 'non-skill' part of the job and companies are trying to redefine their view of 'high potential candidates' (HPC's). HPC's are essentially those candidates who not only have good technical skills, but also who can be 'liquid' or flexible enough to upskill as needed. Companies need candidates who imbibe and adopt the company strategy more easily as compared to perhaps someone with a stronger skill set, but lesser potential for flexibility. While the freelance environment takes care of pure technical skills, for permanent and long term job positions, HPC's are now being redefined.



# international.



Trend #1

## Improving employer brand attractiveness

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Studies conducted by Randstad on Employer Branding across the globe spanning several industries revealed how the most attractive attributes sought in employers are not currently aligned with the perceived core values of companies. Companies need to make a focused effort and get more involved in understanding what candidates are looking for, making a thorough analysis of its core employee value proposition. An in-depth analysis of social media to understand where they stand can be one starting step.



Trend #2

## Customized workforce strategies for multi-generational workforce

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Managing a workforce comprised of several generations is a challenge. Companies need to work out customized communications and broaden HR strategies for employees who are closer to retirement age vs those for millennials. As we reach nearer to the year 2020 and see the actual impact of a larger number of millennials join the workforce, companies need to brace for flexibility and adaptability in all areas of HR.



Trend #3

## Leveraging HR analytics

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Creating a high-performance culture depends not only on the quality of new hires, but also on ensuring employees continue to perform well during their time with the company. With the ongoing advances in data mining and wearable technologies, there will be a growing amount of data available to evaluate employee productivity and performance in real time. Due to AI and machine learning, HR will have more access to tools that analyze this data to gain insights in the clearest and quickest way possible. Thanks to advances in VR, data analytics findings regarding large data sets can now be presented in a manner that's easy to understand for both HR and employees. In addition, by combining historic and real-time data, HR can leverage the predictive capabilities of data analytics to help shape workforce strategy.



Trend #4

## Prescriptive vs predictive analytics

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While workforce analytics continues to be adopted by companies, the decision-making on the other end is still done by humans based on their interpretation of the data. As we move to 2019, there will be increased focus on prescriptive analytics, which will analyze the information and using AI and machine learning tools. The analytics will then suggest the paths to choose from, as well as identify solutions for potential issues in the near to distant future. As systems and data management continue to evolve, there will be greater adoption of this prescriptive-style analytics.



Trend #5

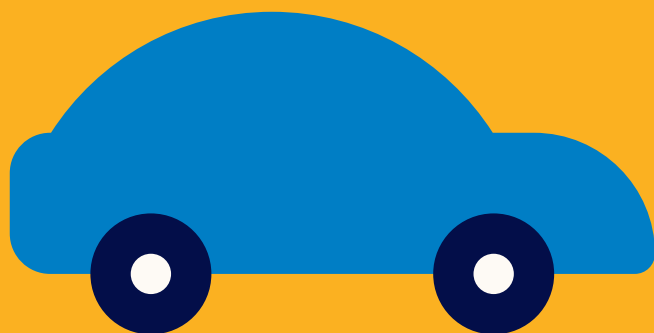
## Workforce mélange

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In an increasingly competitive global economy where having the right talent is crucial to improving the bottom line, sourcing from the largest and most diverse set of candidates has become the norm. More and more, companies are focusing on attitude and aptitude over the education and experience a candidate has. Today, a high-performing, inclusive workforce is about having the right people in the right jobs at the right time — regardless of age, gender, race, physical disability, ethnicity, and sexual orientation.



# automotive.



Trend #1

## Pull the brakes on exits

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A quick scan at the talent landscape using social media platforms indicate that there is increased attrition in several automotive companies. Many have moved to tech companies working on automotive technology at the white collar side, and towards manufacturing and e-commerce in the blue collar side. As a result, companies in the sector will be working on offering workplace mobility, increased work life balance, training and development opportunities, flex working, vacation norms etc. in addition to good pay to be able to retain key employees in a competitive market. While companies have been actively offering many benefits, they need to be more proactive in this, while managing costs involved.



Trend #2

## Steering the middle

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The focus of most Automotive companies has been towards improving their sourcing strategies to improve the lower level and leadership talent. However, as a result, the mid level has been largely ignored. There is a significant void to identify future leaders from within. The impact of the industry crisis from the previous decade when a significant number of mid level professionals were laid off, is being felt even now since many companies were overall cautious in hiring back at that level and this led to a significant vacuum being created.



Trend #3

## Multi-gearred workforce models

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Major auto players are looking more towards leveraging upon multipronged talent strategies to get quick and flexible talent solutions, especially for contingent workers to capitalize on Workforce Cost Arbitrage. This will require the leadership, HR and Procurement to work more in enhancing their expertise in the Human Cloud, Labor Mobility and Offshoring initiatives of the company.



Trend #4

## From highways to e-ways

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Online retailing of cars has increased and while the existing dealership networks is still the most important, they are no longer the only channels companies can depend upon. As a result, companies are having to source new types of talent who understand not only technology but also online marketing, e-commerce and logistics.



Trend #5

## Greater mileage for tech talent

With increasing demand for tech talent from companies like Google, Apple, Uber etc. who are all working on automation and driverless technologies, core companies from the automotive industry are feeling the pinch while competing for the same talent. Companies are not only having to work on improving their employer brand image and offerings to candidates, but also build larger talent pipelines in various markets to get the adequate numbers.

“The automotive business is only as strong as its employees. But does every company has a “comprehensive, step-by-step action plan to become the next ‘employer of choice.” ? Not so sure. Or, actually pretty sure they have not. Unfortunately I do not often face a strategic, focused plan that involves hiring, training, promoting and releasing employees.

Hiring for the automotive industry will need to bridge the technology talent gap by sourcing new talent from campuses in order to meet the demand for new tech-based skills that are arising. Think about cutting-edge automated technology, social and artificial intelligence, virtual collaboration, automotive design and cognitive solutions. New skill sets would be required for 60-65 percent of the jobs. While repetitive jobs roles such as painting and welding will be threatened, the above mentioned specialists will definitely see a strong increase in demand. In addition to the hiring, the current talent pool will need to be re skilled and up-skilled.”



**Yvette Rogier**

Senior Vice President of  
Global Client Solutions  
at randstad

# financial services.



## Trend #1

### Securing the security talent

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In an effort to improve the digital technologies that power their financial services, banks have dipped into Silicon Valley's talent pool and technology talent in general. However, there is still a struggle in getting the best employees for security and the related technology. With increasing online and mobile transactions becoming the norm, there is a massive demand for security personnel which will continue into the near future.





#### Trend #2

## Branch hiring at its lowest

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In recent years, there's been a significant reduction in banking branches throughout the world. With evolving technology and security infrastructure available remotely, the option of remote accessibility and working from home, home offices, etc., is being made available to more employees across the globe. This will increase cost-savings in office spaces and availability of larger pool of potential candidates from distant locations for sourcing. While this has been happening for a few years, there's been an increase in the last couple of years, especially in large countries like the USA and India. With a wider talent pool available to companies as a result, companies are looking at newer ways to reach this talent and also looking for expertise in managing staff working regularly from outside its traditional office premises.



#### Trend #3

## Finding the correct "shores"

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Over the last decade, there have been several waves of outsourcing banking activities. Various outsourcing models from shared services centers, to complete outsourcing, in shoring, complete offshoring and later reverse shoring were all explored with varying levels of success for different banks and financial services companies. While, all models will continue to be used by organizations in 2019, there will be an increase towards a DIY (do it yourself) approach wherein banks will increasingly look at in-house models for various jobs and functions. Based on potential changes to inter-government and taxation agreements, there is likely to be significant savings by availing inhouse services centers. Banks and others financial services companies are likely to embrace this model more in 2019 and 2020.



#### Trend #4

## Strategic workforce management

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With global interdependence of the financial systems, companies need to be better prepared to handle the increasingly common economic "seesaws" and impacts of negative or positive spurts in any economies. As a result, talent leaders are focusing on improving their workforce composition, especially with respect to the contingent workforce. Companies are proactively implementing contingent workforce strategies to make it easier to hire and lay off employees in a quicker and easier manner.



Trend #5

## Closing the skills gap

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Over the years several studies have indicated that lack of skills is impacting the Financial Services sector adversely. With increased demand for overlapping skills from different industries, the common pool of talent will be under further pressure, making it increasingly difficult to get the best talent in the market for Financial Services companies or at a very huge cost. Companies will go all out to beat the skills gap!

*“The short-term future is looking bright for the financial services Industry, Economic Fundamentals are strong, the regulatory environment is favorable and technology is evolving. Digital transformation is the buzz word amongst the industry the fight to secure the top talent is a challenge for all as they try to remain one step ahead of the competition.”*



**Tim Neuhaus**

Vice Presidente of Global  
Client Solutions at randstad

# fmcg & retail.



## Trend #1

### March of the millennials leads to shift in strategy

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FMCG companies will have to focus more on Generation Z, both as customers and potential hires will increasingly belong to this generation, especially as we move towards 2020. The focus will be on creating products and distribution strategies revolving around them. Focusing on Learning and Development will also be an important area of interest for HR Professionals.



Trend #2

## Freelance and flexible employees on the rise

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The best talent for a particular position may not be someone seeking a permanent role, especially as more millennials start entering the workforce. Companies are increasingly getting strategic and consulting with experts while hiring freelancers in the most effective manner so as to keep the optimum balance between their permanent and flexible workforce.



Trend #3

## Impact of legislative and socio-economic landscape

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The impact of socio-political changes like Brexit and also increased legislations in countries in Europe in areas like product liability, IP, taxes, customs etc. has led to more demand for quality candidates, making them relatively scarce, and making it more challenging to recruit them for this sector. Implementation of regulations like GDPR has also impacted the kind of talent being hired and the pace at which it is happening.



Trend #4

## Greater focus on acquiring the talent needed to manage the unpredictability of consumer behavior

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A large number of products are being launched by FMCG companies, with consumer unpredictability being a key reason. Despite having a good hold on big data around consumer behavior, companies have not always been successful with it. In the coming years, focus would be laid not only on manufacturing more cost effectively but accordingly manage a flexible workforce as well to maximize the productivity and cost reductions. Focus would also be on hiring managers with expertise in managing big data more effectively to predict consumer behavior more accurately.



Trend #5

## Competitive landscape increases pressure on talent

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Life Sciences and IT sectors along with e-commerce are putting additional pressure on talent from the FMCG industry. There are more job openings available to talent from FMCG and it is also becoming increasingly challenging to manage exits to such industries. This is especially impactful for sales and technology positions.

“Retail has one of the highest number of projected job openings until 2022. Candidates are in demand during seasonal shopping peaks and having a solid tech and touch strategy is essential to source, interview and recruit.”



**Richard Narine**

Senior Vice President  
Enterprise Solution  
Design GCS

# IT.



## Trend #1

### Some skills still hard to hire

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The best talent for niche areas like cryptology, security areas and even in AI and machine learning are still hard to hire. Companies do not have adequate talent pipelines or strategies to fulfill their talent need in these areas. Even data scientists, cloud specialists and hard coders continue to be difficult to find in adequate numbers. Companies have been looking at ways to fulfill their needs using freelancers and other ways of engaging good talent in addition to perm staffing.



### Trend #2

## Demand outweighs talent supply

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Tech talent has seen the highest demand over the last couple of years and continues to dominate presently. 2019 is expected to see increase in demand as almost all industries are looking for tech talent. The IT industry is now in serious competition with others for talent in IT architecture, data mining and cloud technologies.



### Trend #3

## More focus on soft skills

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While companies have developed standard practices and sources for getting the best technical skills, companies have been focusing on the softer side over the recent months. As strategies often get unpredictable due to the fast changing technological landscape and economic developments, soft skills are increasingly important to determine success in an IT company's hiring strategy.



### Trend #4

## Mobile as key word increasingly used with talent, not just technology

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Companies need to look beyond their traditional shores to get good talent. While the IT industry has long fulfilled positions using offshoring models and hiring from abroad, increasing legislative complications are preventing this from being done effectively like in the past, from H1B regulations to changes in tax rates which are preventing companies from exploring traditional models easily. Therefore, companies are looking at the most mobile of talent who require less incentives and have less bottlenecks to clear for accepting jobs globally wherever needed. Such talent is highly sought after at present and also difficult to source easily. As talent scarcity grows around the world, employers in the IT industry will continue looking abroad for critical skills. As a result, geographic barriers are giving way to more overseas assignments (both internal and external) and employee tenure is shortening for many top workers as they have more opportunities than ever before.



## Trend #5

## Re-hiring proven performers

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Companies in the IT industry will increasingly look at rehiring former employees, which is a cost-effective way to acquire proven talent. Boomerang employees are proven team members who can contribute even more to your organization the second time around. They have accumulated knowledge and experience during their time spent with other employers, and they are familiar with your company and understand its mission. In short, they are proven performers in your structure, culture and industry.

"it's a fact, employment in IT and technology is expected to increase. It's a part of the eco-system the will transform talent and skills to create at least 200 million new jobs by 2030".

"since 2004 the IT and technology sector has outpaced job growth in most sectors. 15 years later it's still as intense and there is no slowing down. Talent in this sector really brings a competitive advantage to companies - embrace and transform."



**Richard Narine**

Senior Vice President  
Enterprise Solution  
Design GCS



# life sciences.



## Trend #1

### Focusing on quicker hiring

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On average, it takes most companies who are sourcing on their own, more than 4 weeks to hire even relatively 'simple' positions and a lot longer for critical positions in R&D where talent is more scarce. Companies will look at engaging greater expertise to look for talent in newer markets using innovative ways and also within non-traditional sectors to get good talent much quicker.



## Trend #2

## Focus on data and tech hiring

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With reduced blockbuster drugs and R&D productivity along with increasing operational costs over the last few years, companies will need to evolve technologically to remain strong in the markets. Companies in the life sciences sector will have to look at collaborating more within and perhaps even outside the industry to gain strategic advantages. Companies will also look at backward and forward integration of the value chain and accordingly plan and manage its workforce. Integration could vary from laboratory services to managing freight and warehousing. Better integration of IT systems and big data generated from sources like patients, doctors, R&D operations, pharmacists, etc., will help companies identify the real need for drugs and produce/distribute with more efficiency and effectiveness.



## Trend #3

## Embracing innovative workforce models

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Companies in the Life Sciences sector are embracing newer workforce models including, direct sourcing, freelancers, flex talent pools and combinations of the same in various geographies. As talent becomes harder and more expensive to source, companies have been adopting newer models of engagement with varying levels of success. 2019 will see more of this.



## Trend #4

## Diversity continues to rule

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Companies will have to come up with unique, dedicated initiatives to attract diverse candidates to the industry. Some companies in the industry have almost defined benchmarks for diversity hiring which are among the best across sectors. As a result, companies are often finding it challenging to meet new standards and expectations in the industry. Also, due to the proven benefits of increased diversity and to improve the pipeline there is continuous pressure on companies to diversify even further.



Trend #5

## Globalization of HR

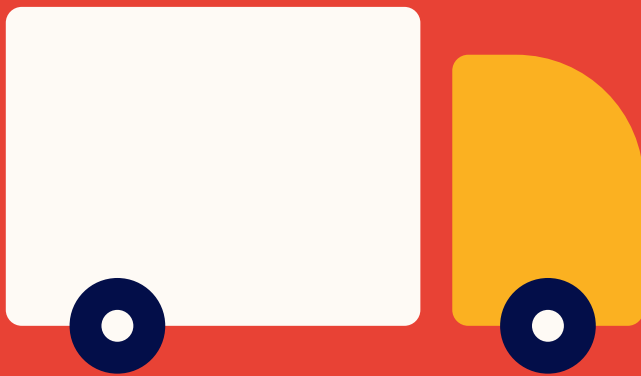
Companies in the LS sector are moving towards a more 'Glocal' (global, yet local) approach faster. While most LS multinationals adhere to their global policies and have some standard and established practices worldwide, they could benefit from having more region specific strategies taking into account the target audience compositions in various locations (the ageing factor in Europe, legislative factors affecting qualification and availability of skilled talent in APAC and Americas etc.). Companies are working more towards finding the right balance between the division of tasks and strategic decisions between their global and local organizations. Randstad, with its extensive experience in multiple countries and locations can add tremendous value to companies in this area.

“Companies will look at engaging greater expertise to look for talent in newer markets using innovative ways and also within non-traditional sectors to get good talent much quicker”.



**Tania de Decker**  
Senior Vice President Enterprise  
Clients at Randstad Global  
Client Solutions

# logistics.



## Trend #1

### Driving diversity

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Logistics companies have not traditionally been strong in attracting and engaging female workers adequately in their workforce. This is also the case in leadership roles. While, companies have taken initiatives to correct this, there is still a long way to go. Talent leaders will continue working on improving the diversity numbers and look for newer ways to engage female candidates, not only to help fulfil the talent gap, but also to improve their financial performance as many studies have prove significant benefits in gender diversity.



Trend #2

## Tech talent on the rise

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The type of talent being hired has changed rapidly in recent years and is more so in the coming months leading up to the year 2020. Technology roles seem to have become the most popular. This is a tough ask for logistics and supply chain companies and they may need to look at alternative models, freelancers, or hiring talent in other countries including in APAC/CEE regions.



Trend #3

## Reducing TAT for hiring

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A quick scan at job openings on portals of leading logistics companies across geographies and also on platforms like LinkedIn and Xing and external job boards indicate that most technical positions are open for several days--sometimes, even weeks and months! Companies are working on improving the turnaround time (TAT) to get the required talent on board quicker, by using new sourcing methods and adoption of tech tools. This is expected to increase in 2019.



Trend #4

## Talent shortage to worsen

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The industry is facing an impactful shortage of entry-level personnel. This trend continues to rise with each passing year. The current education set up and university courses are also not adequately focusing on the requirements for a career path in the logistics industry. This has further fueled the talent crisis which the industry is looking at in the coming years, which industry leaders need to address immediately.



Trend #5

## Greater transparency during hiring process

It is increasingly becoming common to keep candidates informed and updated of the status of their job applications. Companies have started using alerts via email, SMS and social media to keep candidates 'warm' about how their applications are progressing. Although this is fast becoming the norm in most industries, the logistics industry continues to lag behind and as a result is viewed negatively by candidates when it comes to transparency. Companies will be working towards achieving greater hiring transparency in 2019.

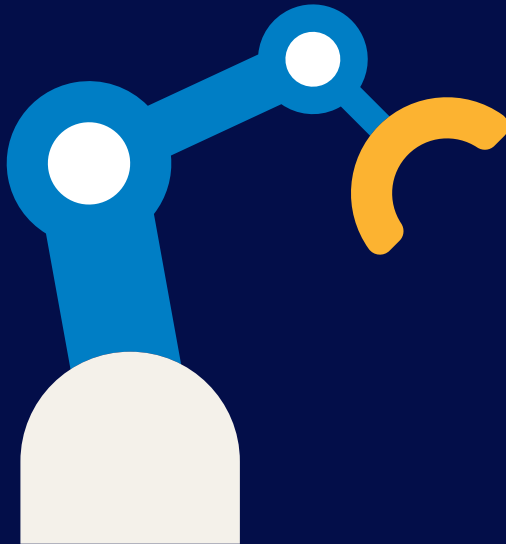
"The logistics industry needs digital talent who are willing to take on challenges, from ramping up cyber security to creating more effective supply chains and better mobile apps or websites. Customer and process analytics are key and the industry needs professionals able to drive this change and shape the customer experience roadmap. Also their influence within the chain is increasing. From solving safety issues to initiative process improvements. The new way of working is to think a few steps ahead of your direct responsibilities. Professionals with good planning skills and the ability to see the full picture are required. The - partly to be developed and implemented -high tech tools will inspire other talent. Talent with a fit for the 'new' logistics!"



Yvette Rogier

Senior Vice President of  
Global Client Solutions  
at randstad

# manufacturing, industrial engineering.



## Trend #1

### Automation and robotization impact blue collar

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As cost of talent continues to rise (unless correctly addressed) and employee welfare continues to improve, companies are looking at alternative sources to reduce costs, including automating industrial and administrative jobs. This, along with increased automation over the last few years, has resulted in more companies having to focus on strategy to manage the impact of this on their workforce (and in some countries potential legislation related issues).



Trend #2

## Manufacturing a better employer brand

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The manufacturing sector has been left behind by most sectors in candidates choice of industry to work in. With the general impressions being towards the less positive, the industry continues to face an 'image issue' leading to lesser attraction of graduates. Having a significant strength of both blue collar and white collar employees, manufacturing companies will need to focus on building the right positioning in order to appeal to the entire range of potential employees.

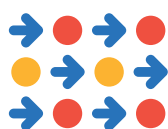


Trend #3

## Managing potential M&A impact on workforce

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With large-scale M&A activity being seen over the last few years as companies look at finding new ways to improve their efficiency, enter new markets or to for capturing external expertise, company leadership have been increasingly looking at ways to soften the impact on their existing and potential workforce.



Trend #4

## Adoption of talent analytics to reach greater heights

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Creating a high-performance culture depends not only on the quality of new hires, but also on ensuring employees continue to perform well during their time with the company. With the ongoing advances in data mining and wearable technologies, there will be a growing amount of data available to evaluate employee productivity and performance in real time. Due to AI and machine learning, HR will increasingly have access to tools that analyze this data to gain insights in the clearest and quickest way possible. Moreover, thanks to advances in VR, data analytics findings regarding large data sets can now be presented in a manner that's easy to understand for both HR and employees. In addition, by combining historic and real-time data, HR can leverage the predictive capabilities of data analytics to help shape workforce strategy.





Trend #5

## Impact of political and socio-economic changes

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The changing political and economic climates in various countries, for example Brexit, will impact the manufacturing industry significantly. Changing labor related legislations, potentially restricted access to foreign talent, or at the very least, increasing complexity in immigration laws are impacting the way talent is hired in the industry. A significant amount of talent pool is becoming unreachable due to such changes, forcing companies to think outside of the box with hiring strategy.

“A significant amount of talent pool is becoming unreachable due to such changes, forcing companies to think outside of the box with hiring strategy.”



**Tania de Decker**  
Senior Vice President  
Enterprise Clients at Randstad  
Global Client Solutions

# about Randstad

## Global Client Solutions:

As Randstad's Global Client Solutions (GCS) team, we leverage the Randstad Group's knowledge and capabilities across local markets to support our clients that look for global or multi-country support.

We provide tailored global solutions through our brands and services to more than 170 clients across North America, Europe, Asia Pacific, and Latin America.

Combining dedicated account teams and shared resources with proven tools and best practices, our governance framework ensures process consistency, service quality, and accountability across global operations.

Our goal is to contribute to long-term commercially sustainable relationships with our global clients which help address their objectives. We do this by working together on tomorrow's solutions streamlined through a centralized, well-orchestrated strategic approach.

Randstad is the global leader in the HR services industry. By combining our passion for people with the power of today's intelligent machines, we support people and organizations (large clients and SMEs) in realizing their true potential. We call this Human Forward.

Our services range from regular temporary staffing and permanent placements to Inhouse Services, Professionals, and HR Solutions.

Our ultimate goal is touching the lives of 500 million people around the world by 2030!

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